



The Influence Of Competence And Job Placement On The Performance With Work Discipline As A Moderating Variable

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ABSTRACT

The study conducted at the Regional Financial and Asset Management Agency of Lubuklinggau City aims to understand how each independent variable impacts the dependent variable along with the moderating variable's influence. The study population comprised 47 employees responsible for goods management within the regional apparatus organizational unit of Lubuklinggau City. Moderated Regression Analysis (MRA) was used for data assessment. The key findings of the study illustrate: first. competence significantly impacts employee performance. Beside computer application skills, responding positively to task challenges is articulate factors that support competence. The study revealed competence was the dominant variable. Second, job placement significantly impacts employee performance. Consideration for the educational background relevant to and aligned with the field of duty is imperative in the job placement process. Third, competence and job placement impact employee performance concurrently. Four, work discipline considerably bolsters the impact of the competency variable on employee performance. Fair enforcement of work discipline impacts performance positively. Five, work discipline considerably enhances the impact of job placement on employee performance. Disciplinary enforcement must begin from the top management level within an organization, enabling all employees to have an exemplified model to follow regarding work discipline.

INTRODUCTION

An organization's ability to achieve its goals ultimately rides on a handful of key factors: its people, the techniques it uses, the money it has, and the tools it controls. Among these, how

the organization manages its people is the strongest predictor of whether it will succeed. When the HR team brings in the right talent and keeps everyone accountable to high standards, the odds of reaching the goals improve. On the flip side, when the support is mediocre either people lack the right skills or are unmotivated progress stalls.

Take the Regional Finance and Asset Management Agency (BPKAD) of Lubuklinggau City, the body that handles the city's money and its assets. Studies show that the agency's ability to run smoothly rests on how well its employees perform. Yet serious gaps remain: work is sometimes below standard, mistakes pile up, and many staff members struggle with the standard procedures. These issues point straight to a need for stronger HR systems and continual skill-building if the agency is to improve governance and management across the city (Yamin et al., 2022). Regional asset management works best when asset managers carry out their duties in a tidy and coordinated way. When the people in charge of the assets do their jobs well, the whole system stays transparent and accountable. Problems such as heavy workloads and a mismatch between the number of assets and the number of managers slow down how quickly tasks can be finished. Fixing these problems by adjusting workloads and building managers' skills is essential for the agency to reach its goals (Noor et al., 2020).

Recording and caring for regional assets also depend on following clear, step-by-step procedures. The managers are in charge of keeping documents in order and filing reports. Providing regular, hands-on training helps staff perform better, speeds things up, and keeps them energized (Widajatun & Kristiastuti, 2020). Moreover, asset managers and other regional agencies must work closely together. If coordination is weak, tasks can slip through the cracks, and the whole operation can stumble (Hanifah & Winarna, 2024). When workers depend too much on others to get their jobs done, it really hurts how well the whole organization runs. They show they aren't taking the lead, and the problem only grows when they don't have the right skills, knowledge, and attitudes (Setyawan, 2021). Studies show that when we build up these skills, workers feel a stronger tie to the organization and their performance improves. Shockingly, a large part of the asset management team has gone without training that applies directly to their jobs, and this lack of preparation shows on the performance reports. This makes it obvious that we need training programs that cover every level and area (Pattawe et al., 2022).

Putting people in the wrong jobs can really drag down the whole organization, especially when it comes to key positions. Studies show that if we place someone in a role based on how well we know them instead of how well they are qualified, we end up with results that are not up to par (Angelia et al., 2020). This problem only gets worse when people don't have the right skills and have not been properly trained; it stops the organization from reaching excellence. These insights urge us to carry out detailed job analyses so we can match people's skills to the tasks they are expected to do (Annisa & Sampurna, 2024). The link between how motivated employees feel and where they are placed within a company is key to how well the company performs. When workers are put into jobs that fit their skills and strengths, they feel more engaged and their overall output goes up. This shows that businesses need to take the time to identify what their people do best and put them in the right spots to raise the whole company's success.

Clear and fair hiring rules are essential to reduce long-standing problems like favoritism and poor hiring decisions. When hiring is based on skills and when employees receive continuous training, the overall talent pool improves, and the company's results climb. A lack of knowledge, poor training, and weak review systems during placements point to the necessity of a smart, skill-focused method to managing talent, a method that research backs up (Li, 2022). Finally, the everyday practice of work discipline is at the heart of running an efficient operation. Building a disciplined team means creating an atmosphere where rules are followed and people are held accountable. If compliance is low, it warns of deeper problems: the internal drive to stick with the company and the external rewards on offer are not being tapped fully. To fix this, leaders must work together to design policies that nurture discipline, making sure that rules are followed and the company stays on track (Fauzi & Widarjo, 2021).

LITERATURE REVIEW

Employee Performance

Employee performance in any organization invariably results from a complex interaction between personal competencies and the broader environment. Performance itself, as Robbins and Judge (2022) clarify, includes both the quality and quantity of results, judged by the goals and standards set in advance (Setyawati & Rindaningsih, 2024). (Fithriyana et al., 2022), broaden this view by describing performance as the outcome employees generate, with employee engagement serving as a crucial mediator, thus reinforcing that clear authority and well-defined duties are vital to guiding effective performance.

When evaluating performance, scholars advance the view that assessments should be situated temporally and relationally taking into account not only the outcomes but also the timeframes and situational contexts in which those results were produced (Ramadhan & Eryandra, 2022). A complete grasp of employee performance, therefore, must also weave in contextual variables like the physical and psychosocial work environment along with employee motivation, since these elements substantially steer the performance path. For example, Al-kharabsheh et al., (2023), illustrate that digital Human Resource Management practices can boost employee performance indirectly by enhancing motivation, lending empirical support to the notion that engaged and motivated employees yield superior results.

Job satisfaction and employee engagement are pivotal in determining how well individuals perform. According to Fithriyana et al., (2022), employee satisfaction has a strong link to performance, and this link is mediated by engagement, revealing the layered nature of motivation in workplaces. Their findings highlight that when organizations adopt supportive practices, they create atmospheres that naturally encourage elevated performance.

The broader organizational milieu—comprising work culture, leadership approaches, and policies also exerts a powerful influence on performance outcomes. Research by (Santoso et al., 2023) argue that performance is jointly influenced by individual capacity and motivation, reinforcing the idea that solid organizational structures are essential for sustaining motivation and achieving high performance. Improving these environmental aspects, therefore, becomes a deliberate strategic effort aimed at raising employee output.

Ultimately, employee performance arises from a woven tapestry of individual skills, organizational demands, environmental conditions, and interpersonal workplace relations. Recognizing this complexity highlights the necessity for performance assessment systems that go well beyond metrics and examine the full range of contextual factors from motivational elements to the subtleties of organizational culture.

Competence

Competence is increasingly understood within scholarly discourse as a composite construct that weaves together knowledge, skills, attitudes, and behaviors, thus equipping individuals for sustained high-level achievement across diverse contexts. Spencer Jr. and Spencer insist upon a holistic framing of competence when analyzing professional conduct, arguing that its articulation is indispensable for interpreting effective performance. Complementarily, Sudarmanto explicitly couple competence with innate personal traits and emergent talent, positing that their interplay delineates an individual's capacity for successful outcomes (Yolanda et al., 2021; Othman et al., 2022).

The cumulative evidence therefore posits competence as an integrative phenomenon, molded by an interplay of intrinsic characteristics, learned knowledge, and procedural skills. Such a formulation underscores competence as both a determinant of exceptional performance and a requisite for agile responsiveness to the shifting exigencies of contemporary professional landscapes.

Job Placement

Current scholarship on job placement delineates its complexity through a converging examination of complementary vantage points. (Yim et al., 2024) characterize job placement as the judicious matching of job requirements with candidate competencies, thereby attaining a productive equilibrium between the demands of the position and the capacities of the employee. Tenakwah & Watson, (2024), elaborate by asserting that placement practice strategically channels individuals into positions that effectively leverage their educational credentials, skill sets, accumulated knowledge, and prior experience. Furthermore, Shahzad et al., (2024), further broaden this understanding by portraying employee placement as a continuous trajectory, one that embraces not only the inaugural role assignment but also the adaptive reassignment of personnel when job contexts or employee capacities change, thereby underscoring the requisite flexibility embedded in the placement function.

The mutual reinforcement of these conceptualizations foregrounds the dynamic interdependence between employee qualifications and organizational exigencies, a topic that also resonates with inquiries into employee engagement and job satisfaction. Empirical evidence indicates that a harmonized job architecture not only elevates perceived satisfaction but also fosters heightened levels of engagement, variables that contemporary research identifies as foundational to organizational effectiveness (Maheswari et al., 2023; Shahzad et al., 2024). This congruence, therefore, advances organizational goals while simultaneously nurturing employee well-being and performance. Furthermore, current scholarship identifies adaptability as a pivotal capability requisite for organizations contending with rapid market and technological evolution. Enterprises must cultivate mechanisms that permit dynamic role reconfiguration consonant with emerging operational imperatives. Shahzad et al., (2024) in their empirical study of assignment optimization, underscore that the deliberate engagement of human resource management in orchestrating these reallocative processes is indispensable for successful navigation of such flux.

In summary, job placement is framed as a deliberate and systematic process whereby the nuanced competencies and accumulated experiences of personnel are congruently matched with available positions. Such congruence not only fortifies individual job satisfaction but also propels collective organizational performance, thereby reinforcing the imperative for agile human resource policies embedded within the broader operational architecture.

Work Discipline

Work discipline is rooted in an individual's conscious recognition of, and commitment to, both official organizational guidelines and the unwritten norms of the wider social environment. This definition underscores that discipline is not merely passive obedience; it is an informed readiness to act in accordance with prescribed procedures. Studies consistently reveal that when both staff members and teams internalize these expectations, the quality of work and the efficiency of collective goals improve.

In everyday life, guidelines and constraints shape how behaviors are regulated. Once workers appreciate the rationale of discipline, they are better positioned to align with procedures, often translating this alignment into superior outcomes. Research indicates that workplaces with clear compliance systems report higher levels of job satisfaction; satisfied employees, in turn, tend to regard the organization more favorably. This virtuous cycle underscores that the successful enactment of rules generates not just awareness of what is expected but enriches the work atmosphere and uplifts overall results.

Effective communication about organizational policies plays a crucial role in shaping employees' willingness to follow regulations. (Meluch, 2022), demonstrated that when organizations clearly conveyed COVID-19-related policies, employees perceived higher levels of organizational support, which directly correlated with greater compliance. Management, therefore, must prioritize clear and effective communication of policies.

Employees who grasp the rationale behind policies and sense genuine support in enacting them are significantly more likely to adhere. This finding reinforces the broader objective of cultivating a constructive organizational climate, which in turn bolsters commitment to established regulations

METHODS

The present investigation adopts a quantitative approach, utilizing survey techniques for both data acquisition and analytical processing. Quantitative scholarship is marked by the methodical gathering of numerical information via formalised protocols, enabling rigorous statistical treatment and the formulation of evidence-based inferences. The specified target population comprises asset management personnel at the Regional Financial and Asset Management Authority of Lubuklinggau, totalling 47 members. The selection of a suitable sample size is imperative for the assurance of reliability and validity, a consideration that is fundamental in quantitative research.

Primary data is collected through self-administered questionnaires distributed face-to-face to the target group, while secondary information is extracted from methodical scrutiny of pertinent institutional records. The questionnaire instrument not only accelerates the collection process but also bolsters the uniformity of responses, thereby facilitating the comparability of the resultant measures. This technique is augmented by non-intrusive direct observation, which affords the investigator contextual information and nuanced insight, thereby refining the empirical corpus (Doreuli et al., 2022).

The concurrent deployment of questionnaires and observational methodologies fosters a more nuanced comprehension of the phenomenon under investigation. The resulting triangulation of quantitative and qualitative inputs enhances the empirical credibility of the outcomes, permitting a richer, multilayered interpretation. Data treatment is anchored in descriptive statistical techniques, which spotlight evolving patterns and inter-variable interdependencies; such mapping is indispensable for embedding results within their broader contextual milieu.

The overarching objective of this disciplined quantitative schema is to produce evidence that underpins evidence-driven organizational policy formulation and strategic deliberation (Mwange et al., 2022). In summary, the deliberate amalgamation of varied data-collection instruments, reinforced by stringent analytical protocols, confers a solid empirical foundation to the findings and underscores the centrality of methodological rigour within quantitative inquiry.

RESULTS

Multiple linear regression analysis is performed to determine how much influence the independent variable (X) has on the dependent variable (Y), and effect of moderating variabel. In this study, the independent variables used are Competence (X1) and Job Placement (X2), while the dependent variable is Employee Performance (Y), and Work Discipline was set as moderating variabel. This multiple linear regression test was conducted to answer hypothesis.

Partial Significance Test (Test t)

In the regression model assessment, two independent variables – competency and job placement were analyzed in relation to employee performance which served as the dependent variable. From data analysis, the partial contribution of competency (X1) and job placement (X2) in influencing employee performance (Y) was obtained. The extent of the partial influence values of each independent variable can be found in the table below:

Table 1. Test Result of Competence (X1) and Job Placement (X2) on Employee Performance (Y)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Constant)	32.319	.498		10.068	.000
	Competence	.668	.103	.623	6.462	.000
	Placement	.334	.089	.362	3.755	.001

Source: Data processing results, 2025

In evaluating the regression model with employee performance as the dependent variable, the independent variables of competency (X1) and job placement (X2) were examined. The analysis indicated significant relationships between these independent variables and employee performance (Y). Specifically, both competency and job placement were found to positively influence employee performance, supported by various studies.

Coefficient of Determination

The coefficient of determination indicates how much the dependent variable can explain changes in the independent variable. The correlation coefficient serves as a metric to assess the degree of impact the employee performance response variable (Y) and all its explanatory variables, competency (X1) and job placement (X2), exert on one another. The R Square value from the coefficient of determination test is displayed in the table below:

Table 2. Coefficient of Determination of Competence (X1) and Job Placement (X2) on Employee Performance (Y)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.877 ^a	.769	.562	3.414
a. Predictors: (Constant), Placement, Competence				

Source: Data processing results, 2025

The derived value R-square equals 0.769 which indicates that there is a positive relationship between competency and job placement variables with employee performance which acts as the dependent variable. The impact of competency (X1) and job placement (X2) on employee performance (Y) is 0.769 or 76.9%. The rest, which equals 33.1%, is influenced by other factors beyond the scope of this research.

Simultaneous Significance Test (F Test)

In the research conducted at the Regional Financial and Asset Management Agency of Lubuklinggau City, the scholars studied the relations of competency and placement on performance evaluating them as independent and Kaiser variables recitorios. The scholars in this avocation also sought to find out (in this particular case) to complicate competency and placement together in an out the effect of competency and job placement. The results of the simultaneous significance test for the competence and job placement incompetence for the item are presented below:

Table 3. F Test Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6477.435	2	3238.718	77.905	.000 ^b
	Residual	512.778	44	11.654		
	Total	6990.213	46			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Placement, Competence						

Source: Data processing results, 2025

As for the result of the F-test on the variables of competence and job placement in relation to the performance of employees of Regional Financial and Asset Management Agency of Lubuklinggau City, it shows that $F\text{-value} = 77.905 > F\text{-table} = 3.21$ with a significance level of $\text{Sig} = 0.000 < \alpha = 0.05$ at 95% confidence level and 5% type one error. Therefore, it can be concluded that jointly the competence and job placement as independent variables predicted the performance of employees of Regional Financial and Asset Management Agency of Lubuklinggau City. From the above simultaneous test results, it can be inferred the research hypothesis is validated and accepted.

Multiple Regression Analysis (MRA)

Testing using the Moderated Regression Analysis, is a regression analysis that utilizes moderating variables. This study uses one moderating variable, namely work discipline..

Table 4. MRA Test Result Competence (X1) and Work Discipline (M)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.320	3.128		3.381	.017
	Competence	.565	.075	.527	7.491	.000
	Discipline	.461	.078	.364	5.910	.000
	Competence * Discipline	.226	.005	.120	3.865	.000
a. Dependent Variable: Performance						

Source: Data processing results, 2025

The regression test results table above can produce the following regression equation model ;

$$Y = a + \beta_1 X_1 + \beta_2 M + \beta_3 X_1 \times M$$

$$Y = 24,320 + 0,565 X_1 + 0,461 M + 0,226 X_1 M$$

The constant value of 24.320 shows that if we keep competency (X1), work discipline (M), and moderating variable 1 (competence × discipline) constant at zero, then employees' performance from the Lubuklinggau City Regional Financial and Asset Management Agency will increase 24.320 units. The coefficient value of the competency (X1) variable of 0.565 states that holding work discipline (M) and the interaction of moderating variable 1 (competence × discipline) constant, each additional unit of competency will yield an increase of employee performance by 0.565 units.

The coefficient value of the work discipline (M) variable of 0.461 states that holding competency (X1) and the interaction of moderating variable 1 (competence × discipline) constant, each additional unit of work discipline will boost employee performance by 0.461 units. The interaction coefficient value of moderating variable 1 (X1×M) of 0.226 states that if the

interaction between the two variables of competence and work discipline (M) remains constant, with each increase of 1 unit of interaction of moderating variable 1, performance will increase by 0.226 units.

Table 5. MRA Test Result Competence (X1) and Work Discipline (M)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.075	4.305		4.250	.000
	Placement	.333	.097	.361	3.419	.001
	Discipline	.598	.101	.471	5.929	.000
	Placement * Discipline	.236	.007	.136	3.446	.001

a. Dependent Variable: Performance

Source: Data processing results, 2025

The regression test results table above can produce the following regression equation model ;

$$Y = a + \beta_1 X_2 + \beta_2 M + \beta_3 X_2 \times M$$

$$Y = 21,075 + 0,333 X_2 + 0,598 M + 0,236 X_2 M$$

The constant value of 24.320 suggests that between job placement (X2), work discipline (M), and the moderating interaction variable 2 (placement × discipline), are held constant (at zero), the performance of employees at the Lubuklinggau City Regional Financial and Asset Management Agency is predicted to increase by 21.075 units. With a coefficient value of 0.333 for the job placement variable (X2), it can be assumed that if work discipline (M) and moderating variable 2 (placement × discipline) are held constant, any increase in job placement will result in an increase in employee performance by 0.333 units.

With a coefficient value of 0.598 for work discipline variable (M), it can be interpreted that if job placement variable (X2) and moderating variable 2 (placement × discipline) are held constant, then with every increase in work discipline, employee performance is expected to grow 0.598 units. The coefficient 0.226 for the interaction of moderating variable 2 (X2 × M) suggests that if the interaction between job placement and work discipline (M) is held constant, then with each additional unit of interaction of moderating variable 1, employee performance will increase by 0.226 units.

DISCUSSION

Competence Has a Significant Influence on Employee Performance

The data set analysis reveals a strong and statistically significant relationship between the competency construct and employee performance. The observed t-statistic of 4.642 is greater than the critical threshold of 2.011, while the reported significance level is 0.000, a value well below the α of 0.05. Accordingly, the hypothesis positing that competency (X1) exerts a meaningful impact on performance (Y) is empirically substantiated. Conceptually, competence integrates knowledge, skills, attitudes, and behaviors that jointly enable individuals to produce superior performance results. While motivation has long been modeled with reference to basic needs as the fulcrum of workplace drive, contemporary scholarship now emphasizes the significance of aspirational motivators. Specifically, the prospect of promotion and the availability of advancement opportunities are gaining traction as pivotal sources of motivation (Sami et al., 2021). This shift suggests that, although foundational needs retain their relevance, the quest for upward career mobility is increasingly reshaping employee engagement and behavior within organizational settings.

Observational studies show that while personnel indicate a strong want for upward mobility, they frequently refrain from assuming extra duties, a pattern that threatens to stall a dynamic, future-oriented organizational climate (Cheng et al., 2025). This reluctance can permit entrenched procedures and hierarchical inertia to persist, thereby diminishing the overall institutional effectiveness. Competent personnel usually demonstrate skilled emotional regulation, precise feedback calibration, and well-managed workload distribution; yet, some asset managers in government agencies display noticeable deficits in these competencies.

Barriers such as inadequate infrastructure and limited digital fluency constrain employees, and particularly asset managers, from synchronizing workflows. In high-stakes settings, emotional regulation becomes critical. Asset management routinely entails reconciling competing instructions from superiors while offering feedback that must be both candid and diplomatically precise. This context underscores the urgent requirement for advanced emotional intelligence (EI), which research indicates is pivotal for sustaining healthy interpersonal dynamics and alleviating workplace stress (Ye et al., 2020). The present results concur with earlier research demonstrating a statistically significant association between proficiency in asset management and elevated employee performance (Andersen et al., 2025). Disparate demographic variables and divergent survey modalities across these investigations highlight the multi-dimensional and context-dependent character of the phenomenon, thereby indicating the need for investigations of a more granular and situational character (Turgeon et al., 2022). In conclusion, cultivating a workplace culture that prioritizes resilience and emotional constancy appears indispensable for navigating the escalating intricacies characterizing contemporary organizational settings.

Job Placement Has a Significant Influence on Employee Performance

After examining how job placement affects how well employees perform, we found something important. The t-test we ran on the job placement variable, which we labeled X2, gave us a t-value of 3.755. This number is higher than the critical t-value of 2.011 that we needed for a 0.05 significance level, and the significance value we got was 0.000. Because of these results, we can confidently say that job placement does strongly influence employee performance, which we measured using the variable M. This tells us that making sure the right person is put in the right job is a key step in helping the whole organization do better.

Getting the right people into the right jobs right after they're hired is super important. When a person's skills match what the job needs, they can work faster and smarter, which helps the whole team hit its targets. A good placement system looks at what people studied and what they can do. But at the Regional Office of Finance and Asset Management (BPKAD), things are a little more complicated. Our research shows that who you know and the politics inside the office often matter more than a person's diploma or training (Spagnoli & Molinaro, 2020; Mengenci et al., 2020). When placement goes that way, it can drag down how much work people actually get done. That's why sticking to the rule of "right person, right job" is a must if the office wants to get where it needs to go (Eyel & Akkaya, 2020). While a solid education is still a big asset when hiring, it's not the only thing that counts. Our study showed that what a worker actually knows about the job really matters. What's even more surprising is that many people who excel in managing assets owe much of their success to how well they communicate and collaborate with colleagues and different departments. This web of success factors tells us that we need to look at the whole person both their knowledge and their people skills if we really want to place employees where they will shine. These results show we should use a more rounded method when deciding where to put workers. Emotional intelligence, the ability to read and manage feelings both theirs and others' matters just as much as hard skills. Research shows that workers who score high on emotional intelligence tend to do better because they handle relationships, stress, and team dynamics much more smoothly (Kuo et al., 2023). Therefore, adding emotional intelligence tests to the hiring mix could help match people to the right roles and boost job satisfaction and productivity across the whole company.

Competence and Job Placement Have a Significant Influence on Employee Performance

Looking at the numbers, we found that both competency (X1) and job placement (X2) together have a big effect on employee performance (Y). The F value hit 77.905, way above the critical value of 3.21, and the significance level showed 0.000, which is lower than the 0.05 line we use, so we're confident that our hypothesis is right. Performance is not just about how much work is done; it blends the quality and the quantity of results against the goals and rules we set, so it makes sense that good skills and good job fit matter a lot for doing the job well.

When we place people right like the saying goes, the right man in the right place, they can use their skills better, which lifts performance. But if a person's skills don't match their job, or if they're put in the wrong spot, results can drop. We saw this with our asset managers: their work quality was below what our organization expects. Some of the problems were not following rules, delays in entering data for the yearly reconciliation, and low digital skills making things slower.

You can look at how well asset managers are doing in two ways: by checking the numbers and by listening to the stories. When we break the numbers down, we see that the teams are not hitting the benchmark figures we expect, mainly because they don't have a smart way to measure and track how productive they actually are. The big obstacles to getting better results are that each manager has too many assets to keep up with, they don't have enough training or tools, and the clock is always ticking, which makes it hard to do a great job.

Every year, teams have to put together long reports for the government, which means they need to juggle their time and work together really well. Our analysis shows they keep missing the deadlines because there aren't enough people on the team, the tech know-how is lacking, and getting the documents ready is a big hassle. On top of that, there are usually fights about which agency really owns each asset, and those arguments slow down the reconciliation process even more.

Asset managers are juggling a ton of work, so they really need to get a handle on their tasks to meet their performance goals. They can get better at this by building their skills, beefing up their tech gear, and fine-tuning how they work. Since we're living in a digital world, there are lots of chances to work smarter, especially with info tech that lets them keep track of and manage assets from anywhere. Cloud services and online tools mean they can skip the drive to check assets in person, saving them time and energy. This study backs up work by Tajudin et al., (2021), who found that knowing your stuff and being in the right job really boost performance in managing government assets. Any differences we see might just come from how many people were in the study and who they were, since those factors can really change the results.

Competence has a Significant Influence on Employee Performance with Work Discipline as a Moderating Variabel

The findings clearly show that both competency (X1) and work discipline (M) fulfill the role of moderators, as evidenced by a t-test result of 3.865 that surpasses the critical t-value of 2.011, along with a p-value of 0.000, which falls below the 0.05 threshold. This establishes that work discipline (M) intensifies the moderating influence of competency (X1) on employee performance (Y). Accordingly, the hypothesized relationship is thereby confirmed and accepted. Within this study, work discipline is understood as the degree to which employees comply with the organization's rules and expected behavioral norms. This construct is integral to the quality of work outcomes (Rosallina & Hikmah, 2024; Maia et al., 2022).

High-performing employees usually show more consistent work discipline because they recognize how critical it is to meet expectations. Research confirms this, indicating that precise work objectives can strengthen self-discipline across teams. Yet, a closer look reveals a concerning pattern: workers in inventory management regularly face unclear goals, a problem linked to both market pressures and shortcomings within the organization itself (Kelibulin et al., 2020; Hadiyatno, 2021). The drive to meet specific, measurable targets often comes from strong

motivators, including acknowledgment of successes and performance-related pay (Fajar et al., 2022; Rahmawati & Nurhadian, 2023).

Workers whose competencies and domain-specific skills closely match their job responsibilities tend to encounter well-defined, attainable performance targets. Personality further sharpens this effect: those motivated by results gravitate to quantifiable targets, while growth-minded individuals pursue developmental milestones framed as experiential learning opportunities (Rostina et al., 2023). This pattern coalesces with earlier research revealing that work discipline governs the translation of such competencies into enhanced performance, underscoring the leverage contextual factors exert across performance metrics (Astuti, 2021; Dehotman, 2023). Methodological variations across the literature ranging from sampling designs to demographic stratifications generate divergent conclusions, a divergence that the present study explicitly addresses. By integrating a consistent sampling frame and longitudinal measures, this research fortifies its argument that work discipline magnifies the competency-performance link, thus refining prevailing theories of workplace behavior and grounding them in empirically distinct contributions (Nuraeni et al., 2022; Hadian, 2022).

Job Placement Has a Significant Influence on Employee Performance with Work Discipline as a Moderating Variabel

The data analysis shows that work discipline (M) influences the relationship between job placement (X₂) and employee performance (Y) as a moderator. The t-test yielded a value of 3.446, surpassing the critical threshold of 2.011, while the significance remained below 0.05. This suggests that work discipline amplifies the effect of job placement, thus confirming the initial hypothesis. These results correspond with earlier scholarly observations. This study's results align with (Rahman et al., 2022), who affirmed that work discipline strengthens connections among determinants of employee performance (Herawaty, 2023). Similarly, Malik et al., (2023) found a direct relationship between work discipline and employee performance, implying that enhancing discipline may lead to better performance indicators across organizational contexts.

This investigation distinguishes itself from earlier inquiries through differing participant characteristics, a larger overall sample, and greater precision in the survey instruments used elements that likely underlie the inconsistencies in findings when compared to prior publications. Consistent application of stringent methods alongside a breadth of data sources remains indispensable to deepening insight into the role that work discipline plays in molding organizational processes and enhancing performance results (Fajar et al., 2022; Manafe et al., 2024; Umanailo, 2021). In closing, the tightened linkage among work discipline, job placement indices, and employee performance reinforces the relevant theoretical models, illustrating that work discipline operates less as a discrete variable and more as a pivotal moderator that magnifies its cumulative effect on performance (Rahmawati & Nurhadian, 2023; Nuraeni et al., 2022).

CONCLUSION

This study highlights that the competence and job placement have a marked impact on the performance of employees in assets management at the Regional Financial and Asset Management Agency of Lubuklinggau City, with work discipline functioning as a moderating variable. Competence, alongside a properly designed job placement process which matches a person's qualifications with the position, increases productivity if paired with high discipline. Furthermore, key competencies such as critical and creative thinking, problem mapping, and problem-solving not only enhance performance but, when combined with strong work discipline, lead to significantly greater productivity. These findings are consistent with earlier studies that have emphasized the public sector performance stemming from the competence and the placement processes.

LIMITATION

This research is limited by its scope, focusing solely on a single regional government agency, which may restrict the generalizability of the results. Additionally, the use data limits the ability to assess causal relationships over time.

RESEARCH TRANSPARENCY AND ETHICS STATEMENTS

1. Author Contributions:

IKS: Conceptualization, Methodology, Data Collection, Data Analysis,

HP: Writing – Original Draft, Visualization, Review and Editing

S: Writing – Original Draft, Visualization, Review and Editing

SA: Writing – Original Draft, Visualization, Review and Editing

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3. Conflict of Interest:

No conflict of interest: The authors declare that they have no conflict of interest related to the research and publication of this article.

4. Research Ethics:

The study did not involve any intervention, biological specimens, vulnerable groups, or sensitive personal data. Participation was voluntary, and the confidentiality of the respondents was maintained.

5. Use of Artificial Intelligence (AI):

No use of ai. The authors declare that generative ai was not used in the preparation of this article.

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